

Immunity to Change

How to overcome it and unlock the potential in yourself and your organization

What is the Immunity to Change?

- Robert Kegan and Lisa Laskow Lahey
- Academic Psychologist who saw a gap in what people genuinely *intend* to do and what they were *able* to bring about
- People evolve in the same sequence, overcoming
- limitations
- Assists in helping people see into themselves AND
- Act more effectively

Why do some people change?

"We think we have discovered a powerful dynamic that tends to keep us exactly where we are, despite sincere, even passionate intentions to change."

"Doctors can tell heart patients that they will literally die if they do not change their way, and still only about 1 in seven make the changes"

What is your level of mental complexity?



Socialized mind – won't speak up



Self-authoring mind – only allows information we have sought



Self-Transforming mind – advancing their agenda but allow for modification or expansion



Socialized mind – won't speak up



Self-authoring mind – only allows information we have sought



Self-Transforming mind – advancing their agenda but allow for modification or expansion.

What is your level of mental complexity?



It begins with your level of mental complexity



(socialized, self-authoring, self-transforming)



What are your change goals?



What are you doing contrary to your goals?



Why do we keep performing the contrary behaviors



Identify what purpose they serve.

What is the immunity to change process?

Case Example: Peter's Immunity Map

Commitment (Improvement Goals)	Contrary Behaviors	Competing Commitment	
Be more receptive to new ideas	Gives curt responses to new ideas; cuts people off	To have things done my way!	
Be more flexible in my responses and responsibilities	Does not seek the opinion of others	To experience myself as having a direct impact	
Be more open to delegating and supporting new lines of authority	Demands communication from others too frequently	To feel the pride of ownership; see my stamp on things	
	Is quick to give an opinion, even when not asked	To preserve myself as the super problem solver; one who knows best	

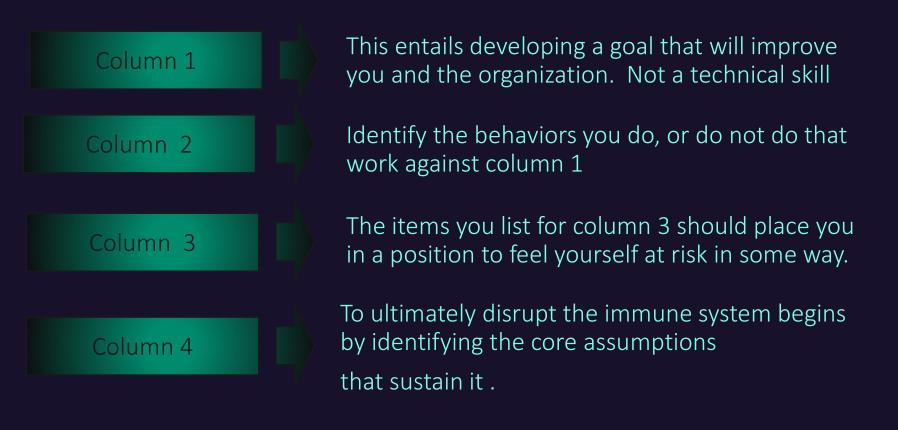
Case Example: Ron's Immunity Map

Commitment (Improvement Goals)	Contrary Behaviors	Competing Commitment
Be a more forceful and direct communicator	Not being direct	
Be a more effective decision maker, especially with executive staff and unpopular decisions	Over-checking in; over- consulting; over-insuring no negative reactions	
Stop being overly conciliatory	Trying to please everyone, especially CEO	
Get better at pushing back, less oriented to CEO approval and support	Overly tuned in to CEO's point of view.	

Case Example: Bob's Immunity Map

Commitment (Improvement Goals)	Contrary Behaviors	Competing Commitment	Big Assumptions
To be more excited and inspired in my work by connecting more with my passions, and trusting more my own distinctiveness	I work at things I am not that interested in because I feel I must.	To be well regarded by those who evaluate me. To not looking unsuccessful To not pushing an unknown, unproven trail	I assume my safest route to success is to perform exceptionally well in ways that are expected and well established.
	I work in ways that are more routine, more established because I feel that is what is		I assume I am not highly regarded. I will be a failure.

How do you develop an effective immunity map?



Adaptive Change

Remember: the intent of the immunity map is to support a way to treat adaptive challenges adaptively, rather than technically.

An adaptive formulation will register on both the thinking and feeling levels.

Immunity Map Worksheet Find the full article, "How to Overcome Immunity to Change," in the May 2011 arphives at experiencelife.com. Behaviors That Go Against My Goal Hidden Competing Improvement Goal Commitments Big Assumptions Worry Box: What I'd need to do differently: Competing Commitments: Choose a goal that would make a Your fears go into a "worry box" at the Big assumptions, says Lahey, "are the Ask yourself (or an imagined observer): big difference, one you truly want to top of this column. They can point you to beliefs and internalized truths we hold What's the thing you do, or don't do, that achieve. Ask yourself (or imagine asking your competing commitments, which you about how the world works, how we work, most gets in the way of your goal? a group of people who know you well): list below the worry box. and how people respond to us. They are Take stock of the things you do instead of What is the single most powerful change assumptions that make each hidden com-When you write down your hidden comthe behaviors that could create positive I could I make to improve my life (or work mitment feel necessary." mitments, you are now able to see across change. performance, relationship, finances, etc.)? the three columns how you have one Look for assumptions that anchor and

foot on the gas pedal (column 1) and one

foot on the brake pedal (column 3). This

is the immune system "protecting" you

from feared, undestreable outcomes.

You don't need to explain or understand

them and write them down. Define your

actions, not your feelings.

your obstructionist behaviors. Just notice

Next, specify what concrete behaviors

them as positive statements (for exam-

ple, "delegate more" vs. "stop doing all

the work myself").

are necessary to achieve this goal. Frame

Worksheat courtesy of Robert Kegan and Lisa Laboy. CMbrids at Work; www.mindsatwork.com

ments. Notice how your assumptions lead

inform your specific hidden commit-

to the very behaviors that undermine,

rather than support, your goal.

Forging SIICEESS IIICEESS IIICEES

Recognize that there is "life after corrections". Employment in corrections must continue to be a time for growth and development.



Honor the distinction between technical and adaptive learning agendas.



Recognize and cultivate an individual's intrinsic motivation to grow.



Recognize that change in mindset takes time and is not evenly paced.



Recognize that mindsets shape thinking and feeling. Thinking and feelings must be employed to bring about the other for change in behavior.

Forging SIICEESS IIICEESS IIICEES

Provide safety for people to take the kinds of risks inherent in changing their minds.

